



Customer
Advisory

Accelerating revenue in the age of GenAI

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Introduction

As businesses continue to explore new applications for artificial intelligence (AI), Generative AI (GenAI) has crashed the party and is now poised to transform how work gets done across all functions and in all industries. Its transformative power will have tremendous impact on revenue-generating teams from boosting productivity and improving experiences to reducing cost of sales.

Based on research, sales can pose the third-largest opportunity to create organizational value across industries (\$8.0 billion)—behind IT (\$14.9 billion) and Finance (\$10.2 billion)¹. With the cost of sales often representing one of the largest P&L cost categories, seller productivity can be a real game changer in achieving return on investment in the form of realized revenue goals.

¹ Source: Standard & Poor Capital IQ, HGI, Revelio, (2024)

\$8B

Sales can pose the **third-largest function** to create financial impact with a GenAI opportunity amount of **\$8 billion**.

80%

Gartner predicts **80 percent** of enterprises will have used GenAI applications by **2026**.

How does GenAI work?

It relies on generative models that learn from existing data and patterns to create new content including text, images, audio, and video bringing together a whole new level of creativity. It combines technology and data to drive innovation with great speed and efficiency—and has far-reaching capabilities on how work gets done in the future.

Who is leveraging GenAI?

While GenAI was technically debuted in 2014 with the advent of generative adversarial networks (GANs), it exploded into the mainstream in November 2022 when OpenAI released ChatGPT. In fact, the attention given to GenAI in the last year has been so pervasive that Gartner predicts that over 80 percent of enterprises will have used GenAI applications by 2026². While past digital adoption efforts have been with pessimism by some users, GenAI has realized widespread acceptance with one-third of organizations using these tools in at least one business function within a year of its mainstream debut.

² Source: Gartner, Newsroom Press Release, (October 2023)

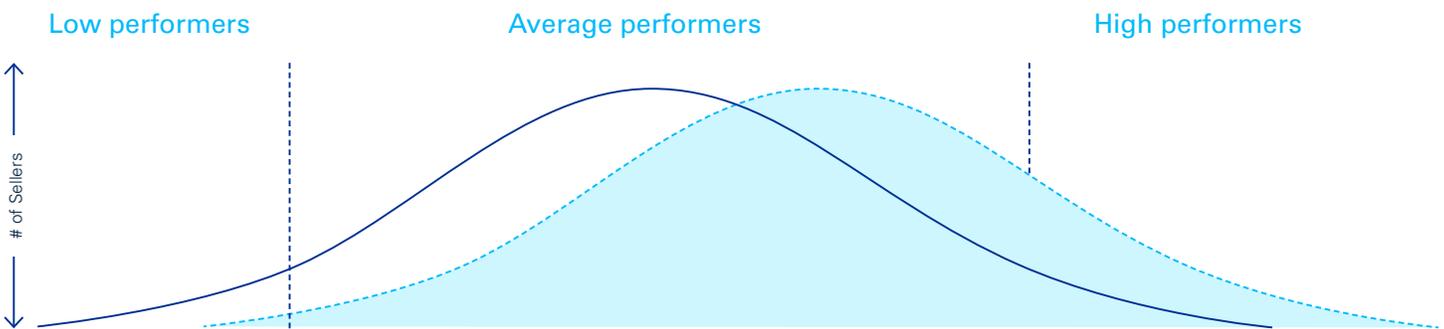
For example, many companies face a broad spectrum of performance across their salesforce, with approximately the top 20 percent of sellers typically yielding 80 percent of revenue (Fig. 1a)¹. Studies also show that sellers often spend less than ~30 percent of their time with customers (Fig. 1b)². Imagine the potential value that could be gained by democratizing top seller performance across the entire sales organization while doubling the amount of time sellers spend with customers. GenAI has the potential to help you achieve this.

**Approximately
20% of sellers
generate 80% of
the revenue**

¹ Source: Wesleyne Whittaker, LinkedIn Article, Fixing the 80/20 Rule on Your Sales Team, (September 2021)

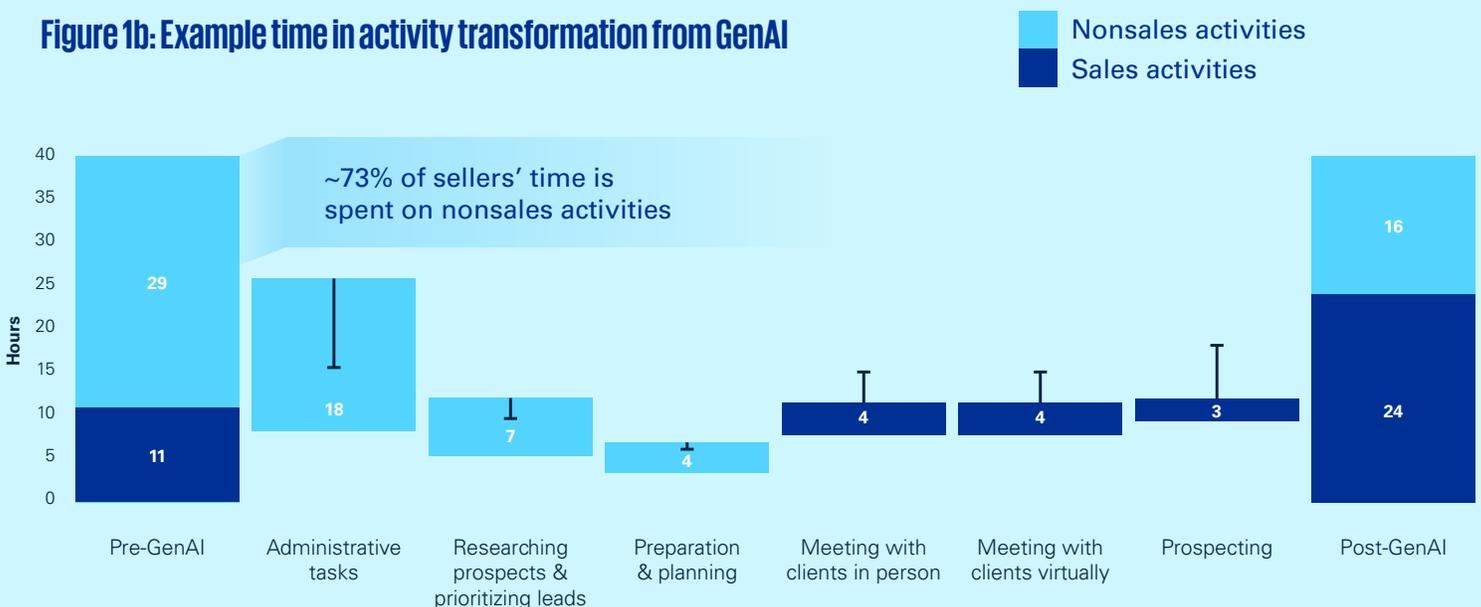
² Source: Salesforce, New Research Reveals Sales Reps Need a Productivity Overhaul – Spend Less than 30% Of Their Time Actually Selling, (December 2022)

Figure 1a: Revenue contribution distribution from a sample sales team



Data-driven GenAI tools, can help “move the middle,” growing your high-performing sales staff.

Figure 1b: Example time in activity transformation from GenAI



Examples of the future GenAI assistant that can save your quarter

Future Scenario

Let's say you are an account executive, and it is Friday afternoon. The only thing separating you from a weekend trip to the cottage is a hugely important sales call with a customer that is critical to you achieving your quarterly target.

It took you weeks to secure the meeting with the economic buyer, although it's at an unappealing time. You prepared an elaborate call plan earlier in the week and are ready to convert this opportunity. You join the virtual meeting with the customer and—while you know you need to be fully present to execute on your plan—you are distracted with text messages from home relating to activities for your weekend trip. With no immediate commitments to actions coming out of the conversation, as soon as the call ends, you close your notebook and head out.

After you return to the office on Monday ready to pick up where you left off, you realize there are gaps in your notes. You cannot fully remember some of the nuances brought up during the call and are desperately trying to recollect the ideas you had a mere 72 hours earlier about what you need to do next to close the sale. By the time you cobble together the meeting details, perform your follow-ups, and remember to act on ideas, you take a step back and realize that the opportunity is still not converted.





Meet “Goose”, your copilot

Meet your virtual assistant. In the future era of end-to-end GenAI support, you walk into the office on Monday, grab your morning cup of coffee, and start a chat with a virtual assistant via a mobile app. Let’s use an example from a major movie picture: you are **Maverick** and your AI assistant is your copilot, **Goose**.



Goose, can you provide me with a recap and action items of my meeting with [Company ABC] on Friday afternoon?



Goose converts transcription of the meeting into a summarized meeting recap with corresponding action items. One of the key client requests was to provide content comparing the proposed product with an alternative product SKU complete with features, pros and cons, and corresponding commercials.



Goose, can you build me a one-page PowerPoint, leveraging marketing’s standard brand template with Company ABC’s logo comparing Product A and Product B, including features, pros/cons, and corresponding costs/benefits?



Goose produces the visual, and after a few additional prompts tuning the content, it’s finalized and ready to go.

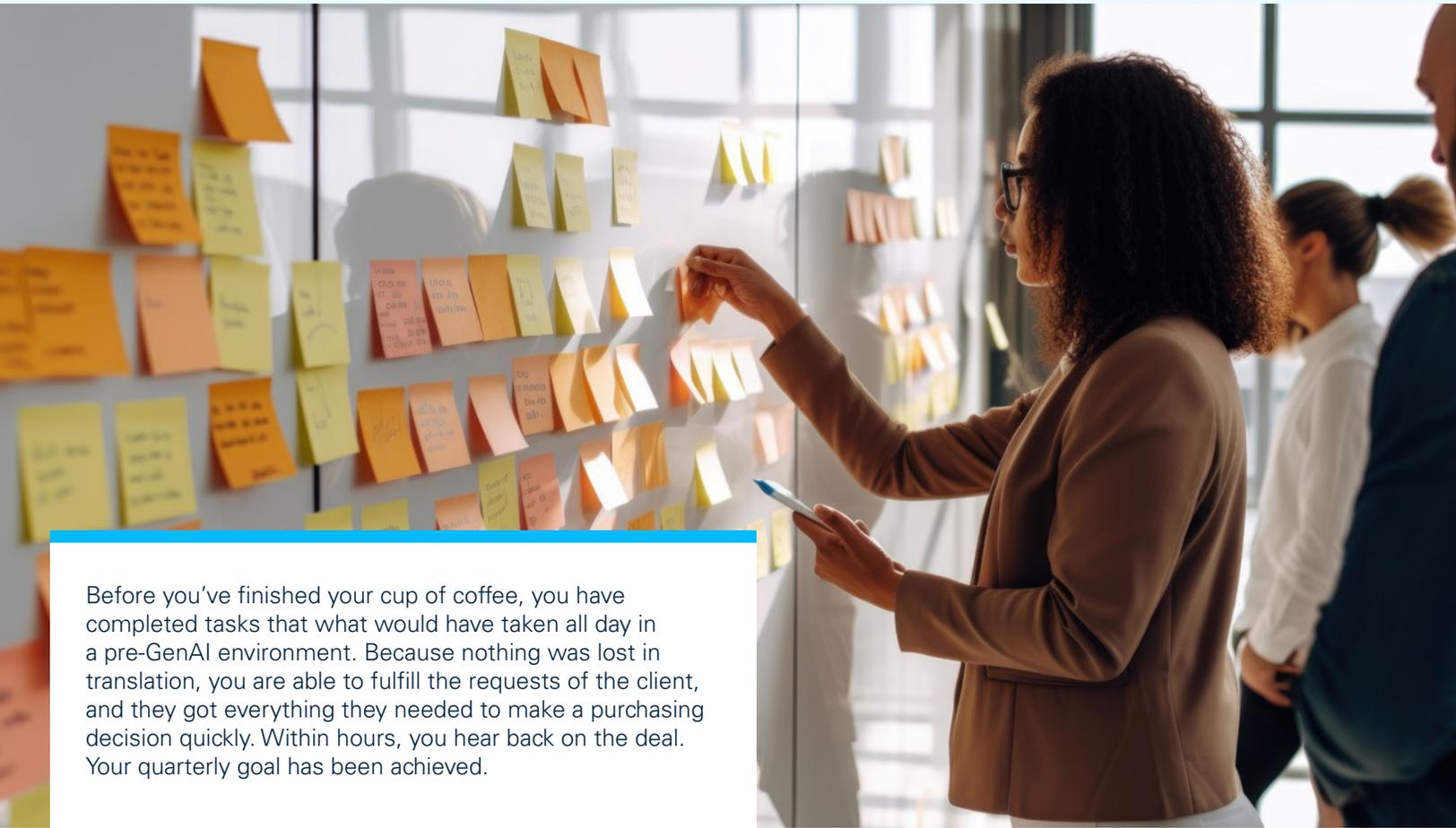


Goose, can you draft an email follow-up to our meeting, including the final version of the product comparison slide you helped create?



Goose generates the email, attaches the final version of the slide, and prompts you that it’s ready for review. After suggesting some adjustments to language and tone, you are happy with the follow-up and hit send.

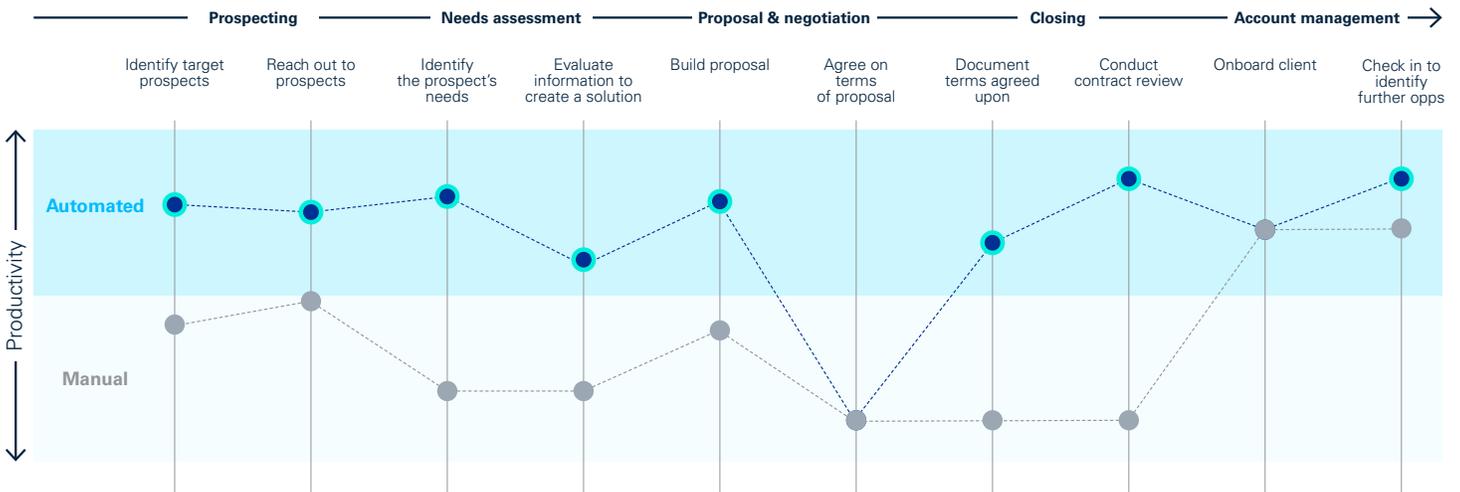
Fictional Disclaimer: This simulation is a work of fiction. Any names of persons, companies, events or incidents, are fictitious. Any resemblance to actual persons, living or dead, companies or actual events are purely coincidental.



Before you've finished your cup of coffee, you have completed tasks that what would have taken all day in a pre-GenAI environment. Because nothing was lost in translation, you are able to fulfill the requests of the client, and they got everything they needed to make a purchasing decision quickly. Within hours, you hear back on the deal. Your quarterly goal has been achieved.

Example seller journey manual versus automated activities (Pre-GenAI and Post-GenAI)

- Pre-GenAI journey
- Post-GenAI journey
- High GenAI impact



Boost sales productivity to new levels with GenAI

In the above example, GenAI had a massive impact on the success of the client interaction, boosting automation of common seller activities, and driving faster results. This is just one example of how GenAI could impact your sales success. Imagine being able to industrialize this type of impact at scale across all your go-to-market activities, spanning your entire customer pipeline. With intervention at every stage of your lead-to-order process, the potential for GenAI could be massive.

GenAI can also add value to other functions beyond selling. For example, new insights can help marketing teams craft personalized campaigns, leading to stronger client loyalty and retention. It can help sales support teams analyze compensation plans and provide significant impact during many sales-heavy stages of the front-office lifecycle.



Example GenAI use cases by common sales roles

	← Create →	← Analyze →	← Search →	← Interact →
 <p>Business development representative</p>	<ul style="list-style-type: none"> Call scripts CRM record updates Objection handling responses Priority lists for client meetings, follow-ups Sales qualification insights Sales training content Written communications drafts 	<ul style="list-style-type: none"> Lead quality score Opportunity win probabilities 		<ul style="list-style-type: none"> GenAI chatbots for common technical support inquiries Messaging suggestions Next-best action recommendations for prospecting Notes, next steps, and actions from calls or meetings Sales coaching Insights
 <p>Account executive</p>	<ul style="list-style-type: none"> Account forecasts Call scripts Client meeting guides CRM record updates Customer onboarding content Lead / contact enrichment data Multimedia Content Negotiation insights Priority lists for client meetings, follow-ups Project status reports Proposal content QBR content Sales qualification insights Written communications drafts 	<ul style="list-style-type: none"> Clients at risk Customer lifetime values Opportunity win probabilities Prospect business model Quota attainment 	<ul style="list-style-type: none"> Real-time conversational search to quickly access: <ul style="list-style-type: none"> Company or contact details Competitive battle card messages Pricing guidance Proposal content Target value propositions 	<ul style="list-style-type: none"> GenAI chatbots to interact with customers via social networks (e.g., LinkedIn) Messaging suggestions Next-best action recommendations for prospecting Next-best offer for existing customers Notes, next steps, and actions from calls or meetings Product / bundle recommendations Sales coaching Insights Translated text across various languages
 <p>Sales engineer</p>	<ul style="list-style-type: none"> Initial solution designs Product demo content Project status reports Solution architectures 	<ul style="list-style-type: none"> Client business and process requirements Client solution requirements 	<ul style="list-style-type: none"> Real-time conversational search to quickly access: <ul style="list-style-type: none"> Competitive product / solution specifications Product catalog Real-time supply chain insights Solution architectures 	<ul style="list-style-type: none"> Competitive analyses

By adopting GenAI capabilities, organizations can not only enhance their existing processes, but also stay ahead of competitors, ultimately enabling them to better manage the cost of sales. GenAI enables sellers to focus on revenue-generating activities requiring emotional intelligence rather than administrative tasks.



Prospect to acquire capability matrix - GenAI impact heatmap

1.1 Sales strategy	1.2 Account management	1.3 Partner relationship management	1.4 Lead management	1.5 Commercial opportunity management	1.6 Digital opportunity management	1.7 Customer success	1.8 Sales enablement	1.9 Sales operations	1.10 Reporting and analytics
Define customer buying and interaction journeys	Develop account objectives	Develop partner strategy	Receive MQL	Identify opportunity and discover customer needs	Capture visitor and segment leads	Onboard customers & define success metrics	Define requirements	Develop and manage Budget and Forecasts	Define KPI / OKR
Define and optimize sales channels	Develop account strategy and plan	Create partner program	Score lead	Establish relationship and build trust	Drive digital traffic	Drive customer adoption and usage	Develop and deliver enablement programs	Manage territories and resource allocation	Build standard reports
Define sales model	Develop and maintain account maps	Facilitate partner recruiting and onboarding	Allocate and qualify lead	Communicate value proposition	Drive digital conversion	Monitor customer success against plan	Drive adoption	Allocate quotas	Manage KPIs / OKRs and metrics reporting
Define sales process	Manage account resources	Develop partner training and certification	Disposition lead	Develop and communicate offer	Convert sale and provide feedback	Communicate result and opportunities to account management	Measure results	Manage sales performance	Consume reports and generate insights
Define resource/ people strategy	Develop and nurture account relationships	Drive partner marketing programs		Negotiate and close				Manage vendor performance	Perform advanced analytics
Define sales performance management strategy	Manage account sales, delivery and service activities	Facilitate partner sales processes		Set Up customer					
Define data collection method and analysis strategy		Enable partner support		Disposition opportunity					
Define technology strategy		Manage partner performance							
Determine payment strategy and execution management		Develop partner system and tools							

Limitations and requirements in using GenAI effectively

While GenAI has immense potential, it is crucial to recognize its limitations in building genuine human connections. Sales relies heavily on establishing trust and empathizing with clients; these aspects of emotional intelligence must be delivered by human sales professionals. GenAI can't replace these interactions and must be balanced with person-to-person selling activities.

Adopting GenAI also comes with upstream dependencies and potential hurdles. For instance, organizing data and processes is critical to ensuring that AI technology functions effectively. The initial step for tapping into automation involves establishing a universal data model. This standardized framework delineates, organizes, and stores data in a digestible format so that the AI model can generate predictive recommendations and insights using data exploration, clustering, and simulation techniques.

Organizations must invest in optimizing their operations to seamlessly integrate GenAI while still maintaining human relationships.



More ways to streamline sales performance management

While the impact of GenAI on front-line go-to-market roles is inspiring, you can also drive more value into a variety of back-office functions that enable sales performance.

GenAI demonstrates a real opportunity to revolutionize these historically complex sales support activities that cause friction in time-to-market and sales cycles.

For example, your company announces a midyear acquisition of a company with a complimentary customer base and product. You predict deal synergies from cross-selling products into each of your respective customer bases. Activating these cross-functional, tech-enabled processes across two siloed environments often represents some of the biggest risks to realizing the value underpinning acquisitions like this.

GenAI could be used throughout the postmerger integration effort to accelerate synergies such as quickly designing highly effective incentives to align sales behavior and transaction goals. GenAI could help implement new compensation plans by generating user stories that support functional and technical capabilities and augment other aspects of the application development lifecycle.

Imagine the impact you can make on:

- **Accelerating** quote-to-order cycles (configuration, pricing, quoting, and contracting)
- **Shortening** sales planning cycles (forecasting, coverage, and target setting)
- **Redesigning** incentive compensation plans
- **Streamlining** plan changes and administration
- **Improving** support cycles

Incentive compensation management capability matrix - GenAI impact heatmap

← Low — GenAI impact potential — High →

1.0 Foundational entities and relationships	2.0 Plan setup and administration	3.0 Plan document administration	4.0 Pay cycle execution	5.0 Adjustments and recalculations	6.0 Workflows and approvals	7.0 Inquiries and disputes	8.0 Dashboards and reports
Payee/partner impact	Setup plan and plan components	Plan document generation	Compensable events	Establish adjustment types	User administration and approvals	Initiate inquiry	Authentication
Territory impact	Assign plan to sales role (plan assignment)	Plan document distribution	Calculate current period earnings	Perform adjustments	Plan documentation territory/quota approval	Assign inquiry	Authorization for reports
Quota/target impact	Sales crediting rules	Plan document acknowledgment	Balance carry-forward	Perform recalculations	Credit and Pay Adjustments approval	Process inquiry	Establish dashboards and reports
Product impact	Proration rules		Calculate total earnings		Payout data review and approvals	Resolve inquiry	Generate and distribute reports
Sales events impact	Sales bonus rules (MBOs + SPIFs)		Perform payout holds		Inquiry workflow (claims)		
	Chargeback draws/guarantees rules		Generate and distribute payroll extract				

Quota and territory management capability matrix - GenAI impact heatmap

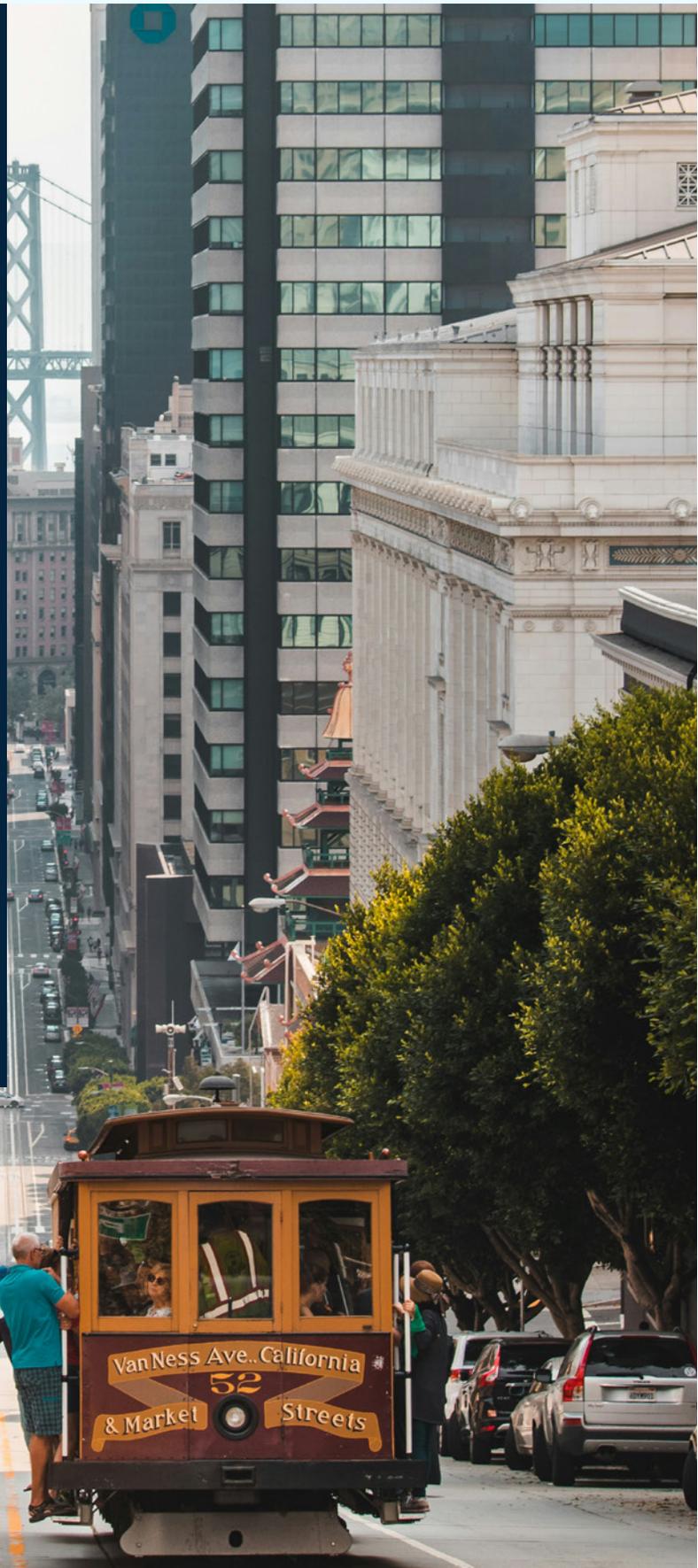
1.0 Territory setup and administration	2.0 Workflows and approvals	3.0 Dashboards and reports	4.0 Quota set up and administration	5.0 Quota letter administration	6.0 Workflows and approvals	7.0 Dashboards and reports
Set up territory	Territory setup and assignment approval	Sales ops territory reports	Payee and quota relationships	Manage quota letter generation	Quota setup and assignment approval	Sales ops quota reports
Adjust territory	Territory adjustment approval	Sales ops territory adjustment reports	Set up quota types	Manage quota letter distribution	Quota adjustment approval	Sales ops quota adjustment reports
Territory and payee relationship			Allocate quotas	Manage quota letter acknowledgement		
			Adjust / override quota			

Conclusion: Take advantage of GenAI—and make it work for you

GenAI has significant potential to enhance your sales productivity and improve sales performance from both the front and the back office. By using it to its full advantage, you can improve and optimize your processes, stay ahead of competitors, and manage your cost of sales with new efficiency.

It is essential to balance AI-driven insights and speed with person-to-person sales interactions so you can build genuine customer connections that establish trust and loyalty. To implement GenAI effectively, you must look at your processes and data management practices to ensure you can create the best experiences and can support seamless integration into your environment.

GenAI is already shaping the future of sales in new and important ways that will continue as this technology evolves. As you chart your journey forward, KPMG can help you move into your next chapter with more knowledge and confidence. We offer diagnostic toolkits that can help you get started.





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